



MPD RECRUITING AND RETENTION UPDATE FY18 Q3

Alex Smith, Chief HR Officer

March 2018

MPD recruiting and retention strategic plan

Executive summary




Our strategic plan for recruiting and retaining MPD is centered on best practices.

Our #1 goal is to increase **MPD complement to 2,300 by 2020.**

In order to do this we have the following plan:

1. **Evolve City of Memphis culture:** build a culture focused on collaboration, innovation, accountability, and service
2. **Enhance police recruiting efforts:** add 200 new officers per year
3. **Enhance force multiplier recruiting efforts:** maintain complement of 100 PSTs and 142 dispatchers
4. **Lower sworn officer turnover to 2013 levels:** 115 sworn officers per year

MPD Recruiting and Retention – Goal Progress

Goal	Target	Status	Comments
Enhance police recruiting efforts	Add 200 new officers per year		<ul style="list-style-type: none"> • 85 graduated in Aug 17 • 84 graduated in Jan 18 • 100+ projected for PR125 starting March 19, 2018 • 40+ in pipeline for lateral
Enhance force multiplier recruiting efforts	Maintain complement of 100 PSTs and 142 dispatchers		<ul style="list-style-type: none"> • Currently have 66 PSTs • Hired 15 PST Recruits in March, currently in the Academy • Ramping up 2nd Blue Path class for June 2018
Lower sworn officer turnover to 2013 levels	115 sworn officers per year		<ul style="list-style-type: none"> • 20 resigned/retired YTD

MPD current compliment *(as of March 7)*

Role	Number of employees
Commissioned Officers	2014
Police Recruit	0 <i>(Next class begins March 19)</i>
Police Radio Dispatcher	132
Police Service Technician	66 <i>(plus 15 new PSTs currently in the Academy)</i>

MPD attrition *(as of March 7)*

	Police Services								
	Commissioned			Non-Commissioned			All Employees		
	Retirement	Resignation	Total	Retirement	Resignation	Total	Retirement	Resignation	Total
2012	43	31	83	10	25	55	53	56	138
2013	45	57	115	6	17	40	51	74	155
2014	77	83	168	17	23	52	94	106	220
2015	71	111	182	5	18	23	83	121	227
2016	72	68	140	10	35	45	81	103	185
2017	70	65	135	6	37	43	76	102	178
2018	11	9	20	2	3	5	13	12	25

YTD Initiatives and Results

1. Continuous Process Improvement

- Increased Technology to Streamline Application Process and Workflow
- Team Training
- Increased Candidate Touch-Points from Apply to Hire
- Introduced Behavioral Interviews

Reduce time to hire per class

- PR123 9 months
- PR124 7 months
- PR125 5 months
- Goal 90 days

2. Working with Marketing and Memphis Brand Initiative to establish targeted marketing program

- Identified 4 targeted applicant profiles for better recruiting and marketing
 - New recruit, Lateral, Fast Tract, and College
- Created digital advertising hiring campaign for targeted cities to support Roadshow branding
- Resulted in 2.5 million total impressions and counting for 2.5+ months
- Reached 879,672 Unique Users
- In each of our 5 Roadshow markets we advertised on 3 iheart/cumulus radio stations

3. Targeted recruiting has resulted in better quality applicant with a higher pass rate for BAT and Background Review

- Moved up timelines in hiring process to get offers extended faster in the process
- Added more Battery of Test to accommodate weather, and applicant demand
- Targeted local and regional colleges/universities
- Targeted national colleges/universities with criminal justice majors and HSBCU
- Targeted transition military personnel
- Deployed new employee referral bonus program

MPD Class Information

Historical Hiring Data

PR123 Hired: 110 Graduated: 85 25% Academy attrition
PR124 Hired: 100 Graduated: 84 15% Academy attrition

Upcoming Classes	Date	Recruiting Target*
PR125	March 19	150
Fast Track	April 9	10
Lateral	May 14	15
Blue Path Class	June 25	20
PR126	August 20	150

Next Steps

- **PSTs**
 - Evaluating options for expanding PST program
- **Academy Capacity**
 - Working with the Academy to consider quarterly classes and enhancing staffing to accommodate larger classes
- **Streamlined recruiting process for PR126**
 - Issuing RFP for national recruitment marketing agency next week with focus on national media/vendor negotiations
 - Planning stage of launching Phase II of our national roadshows
 - Created partnerships with community outreach stakeholders to assist in grassroots recruiting
 - Created military partnership with Navy Recruiting Command
 - Developed 3-day testing process for out-of-town applicants
 - Discounted hotel and apartment lodging available for out-of-town recruits